2025 IMPACT REPORT

Leading with Purpose.

Contents

Our Approach

As a purpose-driven organization, we are committed to Making Life Better for Animals, because we know it Makes Life Better. Our purpose fuels us to break boundaries and inspires us to push further, dive deeper and always Go Beyond. We will not settle for the status quo and are constantly raising the bar in the lab, at the plant, in the clinic, in the store, on the farm and at home.

Environmental, social and governance (ESG) initiatives are important enablers of our core operations. Our focus on sustainability within our business strategy is integral to generating long-term value across our stakeholders and creating a positive social impact.

In support of our purpose and aligned to our strategy, we follow a four-part framework centered on animals, customers, society and our people. In this report, we explore our eight defined ambitions identified as core to our business that provide a meaningful positive impact on the communities we serve around the world:

We Go Beyond for Animals to:

- Address unmet health needs of pets through innovation
- Increase access to health products for underserved pet owners

We Go Beyond for Customers to:

- Support the professional wellness of veterinarians
- Build new value streams to improve farmers livelihoods

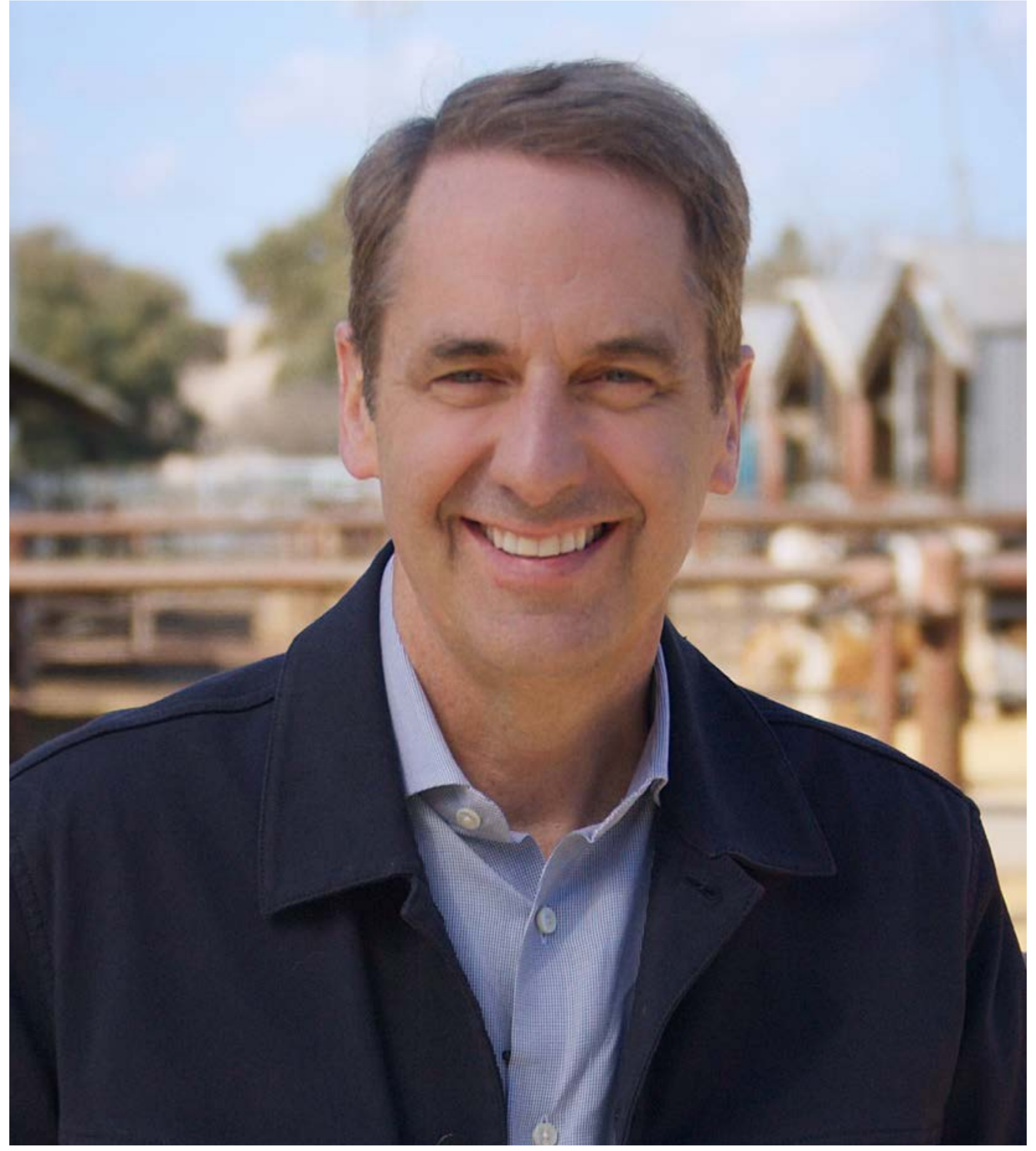
We Go Beyond for Society to:

- Support the protein demands of our local communities
- Ensure the health and safety of consumers and pet owners globally

We Go Beyond for Our People to:

- Ingrain a sustainability/stewardship mindset in the way we solve problems
- Recruit and retain industry leading talent

CEO Letter



Animal Health at the Center of Society's Most Important Trends

For 70 years, a simple belief has guided Elanco: Food and Companionship Enriching Life. Today, that vision is more than a goal. It is our reality. Around the world, society is asking more from animals than ever before. More nutritious food for a growing and aging population. More sustainable ways to produce protein. More companionship in an increasingly connected world. More innovation to improve health and well-being. At the same time, expectations for our industry continue to rise.

Consumers are actively increasing their protein consumption.

With 61% of Americans reporting they are eating more protein today than in previous years. Protein consumption has become critical for GLP-1 users, with their growth expected to further accelerate protein demand. Meanwhile, in the aging population, protein consumption is booming to support muscle retention, and the over age 60 population is projected to increase by 25% by 2030. As a result, protein is increasingly viewed not simply as food, but as a critical component of long-term health and wellness.

At home, pets continue to become more integrated into our families and daily lives.

Pet owners are seeking greater convenience, more personalized care and higher standards of treatment. A generation of pets adopted during the pandemic is now entering middle age, creating increased demand for care. Around the world, emerging markets are expected to drive nearly 70% of future pet ownership growth. Together, these trends are transforming animal health into one of society's most essential industries. The global animal health industry is expected to grow from approximately $40 billion today to $60 billion over the next decade. Yet for us, growth is not the goal. Growth is the outcome of creating meaningful value for society.

At Elanco, we believe healthy animals are essential to healthier people, stronger communities and a more sustainable future. When farmers have access to innovative animal health solutions, they can produce safe, affordable protein while using resources more efficiently. When veterinarians have the tools they need to improve animal care, they strengthen the human-animal bond that enriches millions of lives. When pets live longer, healthier lives, families benefit from the companionship, comfort and connection that our four-legged family members provide.

This is why impact is not separate from our business strategy; it is our business strategy.

We do not view environmental, social and governance (ESG) priorities as programs that sit alongside our business. They are embedded in how we innovate, how we operate and how we create long-term value. Whether helping producers improve sustainability outcomes, expanding access to care, strengthening nutrition security, supporting veterinary well-being or empowering our employees to act with integrity and ownership, our impact is directly connected to our purpose and performance.

That commitment is reflected in our four impact pillars:

- **For Animals**, we address critical health needs through innovation and increase access to products and services that improve animal well-being.
- **For Customers**, we unlock economic value for producers, support veterinarians and help strengthen the resilience of the global food system.
- **For Society**, we contribute to food security, nutrition security, public health and stronger communities by supporting access to safe, affordable protein and healthy companion animals.
- **For Our People**, we foster a culture of ownership, ethics and accountability that enables our team to create lasting impact around the world.

Throughout this report, you will see how these commitments come to life, from delivering breakthrough innovations for pets and livestock, to helping farmers meet growing protein demand, to investing in nutrition security and community partnerships that improve lives.

The future of animal health is bigger than our industry. It is about helping society meet some of its most important needs.

As those needs continue to grow, Elanco will continue to Go Beyond—because making life better for animals, makes life better.

Thank you for joining us on this journey.

Sincerely,

Jeff Simmons

President and Chief Executive Officer, Elanco

THE ANIMAL HEALTH OPPORTUNITY

$40B to $60B
projected animal health industry growth

61%
of consumers increasing protein intake

21%
of Americans projected to use GLP-1 medications by 2035

25%
growth in adults over age 60 by 2030

70%
of new global pet ownership growth expected in emerging markets

Pandemic pet cohort entering peak healthcare years

Our Business and Performance Summary

Elanco stands as a worldwide leader in revolutionizing animal care through impactful innovation and a diverse range of products available in more than 90 countries.

We collaborate with farmers, pet owners, veterinarians and consumers to create value and help our customers enhance the health of the animals in their care. Our global team acts as trusted partners in the industry, offering comprehensive solutions to prevent and treat diseases in farm animals and pets, addressing our customers' most urgent needs. Committed to our customer promise, we aim to be their advocate, consistently building trust by going the extra mile for animals, customers, society and our team. This dedication is central to our vision of Food and Companionship Enriching Life.

2025 Business Highlights

$4.72B
Revenue

$901M
Adjusted EBITDA*

$0.94
Adjusted EPS*

5
Core Species
Pet health & farm animals:
Dogs, cats, cattle, swine and poultry

200+
Brands
Sold for pets & farm animal

10
Blockbuster Products
>$100M in annual revenue

16
Manufacturing Sites

52%
Revenue from Outside the U.S.

90+
Countries Served

~9,900
Employees Worldwide

~1,900
Sales Representatives

1,000+
R&D Employees

*Non-GAAP financial measures are included in Appendix E, in the tables accompanying our earnings release dated February 24, 2026 including GAAP to non-GAAP reconciliations.
**All facts and figures shown are as of Dec. 31, 2025.

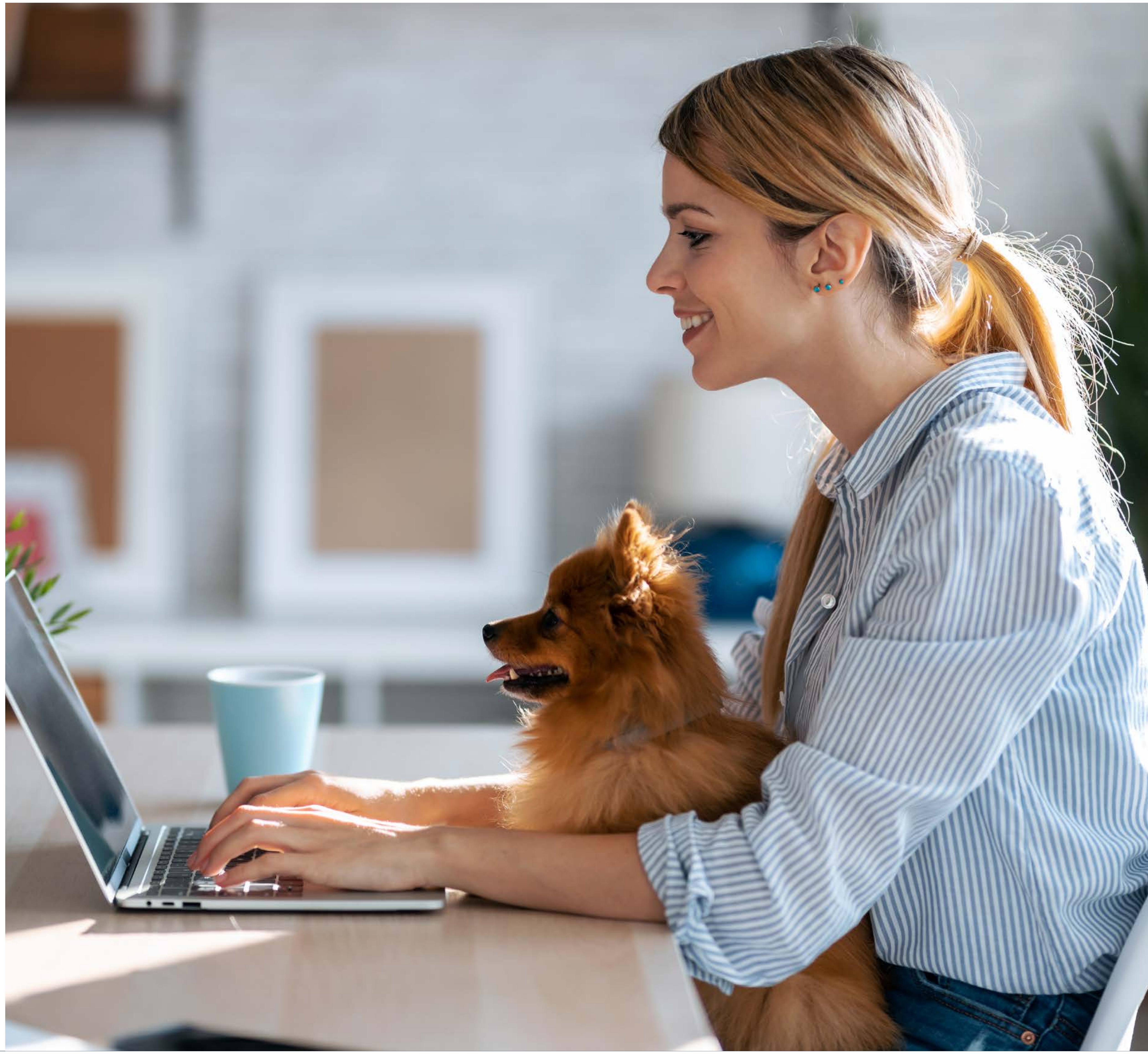
ESG Governance

Our commitment to responsible practices is evident in our robust ESG governance structure. Our Board oversees ESG with the assistance of the Corporate Governance Committee, which receives regular updates and evaluates strategies, risks and progress, to address specific ESG aspects across the organization.

At the management level, the Vice President of Investor Relations and ESG leads the program, supported by a dedicated team. We work to mitigate risks, measure progress and align with stakeholder expectations, providing regular updates to the Executive Committee. Our cross-functional ESG steering committee, comprised of senior representatives from diverse departments, monitors risk, drives progress and integrates ESG into departmental decisions. The Health, Safety and Environment (HSE) department, overseen by a global steering committee, manages environmental resilience and collaborates with the ESG team. Working groups, with employees from various departments and locations, foster collaboration and integrate ESG into daily decisions. This multi-layered framework ensures accountability and drives meaningful progress on ESG initiatives throughout Elanco.

Unless otherwise stated, data and other information in this report correspond to the fiscal reporting period ending December 31, 2025. In addition to this Impact Report, our comprehensive ESG disclosure suite includes:

- Elanco ESG and Sustainability Website
- ESG Issue Briefs
- Sustainability Accounting Standards Board (SASB) Index
- Task Force on Climate-Related Financial Disclosures (TCFD) Report
- United Nations Sustainable Development Goals (U.N. SDGs) Index
- ESG-Related Policies and Statements
- Corporate Annual Reports



BOARD OF DIRECTORS

Corporate Governance Committee

Reviews activities and practices regarding ESG matters significant to Elanco — including our strategy to manage ESG risks, opportunities and policies, as well as sustainability-related programs and goals.

Receives quarterly ESG and sustainability updates from our VP of Investor Relations and ESG.

Compensation and Human Capital Committee

Periodically evaluates applicable ESG issues, such as our policies and strategies related to human capital management.

Audit Committee

The Audit Committee oversees our financial reporting process, internal controls and the independent audits required for ESG reporting. They work with internal and external auditors to ensure the integrity of financial statements and compliance with accounting principles and regulations. Additionally, the Audit Committee oversees policies and practices related to employee health and safety.

Innovation, Science and Technology Committee

Assists the Board in oversight of research and development initiatives and associated regulatory developments.

Finance, Strategy, and Oversight Committee

Assists with the oversight and management of financial policies, plans and transactions, including mergers and strategic partnerships. The committee will also manage significant matters of balance sheet and financial strategy for ESG.

ELANCO EXECUTIVE COMMITTEE

Comprised of our Chief Executive Officer and direct reports. Receives regular updates on ESG and sustainability strategy and performance.

Executive Vice President and Chief Financial Officer

Member of the Elanco Executive Committee

ELANCO ESG STAKEHOLDERS

Elanco ESG and the Elanco Stakeholders meet approximately monthly to review our ESG and sustainability strategy, goals and initiatives; monitor our managerial approach and progress; and oversee the disclosures that communicate our progress.

Legal / Compliance | Corporate Communications | Treasury | Corporate / Government Affairs | Human Resources | Supply Chain | Audit / Financial Controls

ESG & Sustainability | Investor Relations | Accounting / SEC Reporting | Health Safety & Environment | Procurement | Marketing | Research & Development | Risk Management

Vice President – Investor Relations & ESG

Leads our ESG and sustainability program. Reports to the Executive Vice President and Chief Financial Officer

GLOBAL ESG & SUSTAINABILITY TEAM

Drives strategy and progress by enhancing cross-departmental collaboration, tracking and disclosure across all ESG and sustainability workstreams.

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- Ingrain a sustainability/ stewardship mindset in the way we solve problems
- Recruit and retain industry leading talent

We Go Beyond

For Animals.

Our strong portfolio, high-impact innovation, unique market approach and dedication to making life better, compels us to **Go Beyond for Animals**.

Address Critical Health Needs through Innovation

Innovation is at the heart of Elanco because better solutions for veterinarians, farmers and pet owners lead to better outcomes for animals and the people who care for them.

To deliver innovation faster, we've built a science-driven Research and Development (R&D) model that combines the right talent, global reach and efficient processes. Our highly engaged R&D teams bring together decades of expertise in animal health, supported by new state-of-the-art facilities in Indianapolis and Bangalore, which opened in 2025, alongside a global network of R&D sites and strategic partnerships.

This approach is delivering measurable results. Since 2021, we have doubled the number of blockbuster-potential projects in our pipeline, increased peak sales potential by 70% and tripled project throughput — helping bring innovations to market faster and more efficiently. Between 2020 and 2025, we launched 21 products that exceeded $10 million in revenue, compared to six in the previous five-year period. Through disciplined portfolio management and growing investments in digital tools and AI, we continue to strengthen our ability to innovate for the future of animal health.

This approach to R&D is not only fueling growth but accelerating care in the clinic, at home and on the farm. In 2025, our basket of innovation generated $892 million, and we expect to deliver $1.2 billion in 2026*.

Delivering a Complete Portfolio Solution for Animals to Address Unmet Needs

Elanco presents a wide-ranging portfolio of solutions for pets and livestock, emphasizing a complete approach to animal health and well-being. We are now advancing our Next Wave pipeline, targeting five to six blockbuster-potential approvals by 2031. We have also built in-house platforms for small molecules, monoclonal antibodies (mAbs) and immune therapeutics, enabling us to deliver a consistent flow of high-impact innovation.

Pet Health Innovation

In 2025, we delivered strong momentum across our Pet Health portfolio, helping veterinarians and pet owners better protect and care for animals. We gained market share across all major U.S. Pet Health categories — including parasiticides, osteoarthritis pain, dermatology and vaccines — reflecting growing demand for innovative solutions that improve pets' quality of life.

Our flagship products, including Credelio Quattro and Zenrelia, continued to accelerate growth in two of the industry's largest categories, helping address critical needs in parasite protection and dermatology care. Internationally, Zenrelia and AdTab expanded their reach and continued to capture market share, increasing access to trusted treatments for pet owners globally. Together, these innovations demonstrate how Elanco is advancing animal health through products that help pets live healthier, more comfortable lives.

Befrena

In December 2025, Elanco received approval from the USDA for Befrena (tirnovetmab), a new anti-IL-31 mAb injection targeting canine allergic and atopic dermatitis. Befrena is recommended at a dosing interval of six to eight weeks post-treatment, which contrasts with the four to eight weeks of the current market competitor.

Zenrelia

Approved by the FDA in September 2024, Zenrelia is an effective, convenient and safe once-daily oral JAK inhibitor for the control of itching and inflammation associated with skin allergies in dogs at least 12 months of age. Over two million dogs worldwide have been treated with Zenrelia.

Zenrelia achieved remarkable performance worldwide in its first year, with the product now available in the European Union, Great Britain, Brazil, Canada, Japan and the United States. In the first quarter of 2026, Zenrelia achieved trailing four-quarter blockbuster status.

Credelio Quattro

Launched in the U.S. in January 2025, Credelio Quattro is a canine parasiticide approved for protection against fleas, ticks, heartworm disease, roundworms, hookworms and tapeworms. Credelio Quattro is a single monthly chewable tablet for dogs eight weeks of age or older weighing 3.3 pounds or greater. In September, Credelio Quattro became Elanco's fastest pet health blockbuster in history and one of the industry's fastest-ever, especially with a single geographic approval, reaching blockbuster status in fewer than eight months.

Quattro made its international debut in April 2026, launching in Australia and gaining approval in Canada and Japan.

CASE STUDY

Meet Indy: Elanco Sponsored Medical Mutt

Indy, a rescue dog training through Medical Mutts to become a future service dog, represents the powerful bond between people and animals at the heart of Elanco's purpose. Sponsored by Elanco's U.S. Pet Health team, Indy became a special symbol of that commitment when she attended the grand opening of Elanco's new global headquarters in Indianapolis, helping "cut" the ceremonial ribbon and welcoming employees into a space designed to put purpose at the center of everything we do. From supporting shelter animals to expanding access to care, Indy's story reflects Elanco's belief that healthier animals can help create healthier communities.

*Innovation revenue is incremental in reference to 2020 sales and does not include the expected impact of cannibalization on the base portfolio.

Preparing to Fight Emerging Parasites

The U.S. eradicated New World screwworm (NWS), a fly whose larvae feed on living tissue and can affect livestock, companion animals, wildlife and even humans, more than 50 years ago; but in 2025, this parasite crept closer to the U.S. and Mexico border, creating a looming threat for veterinarians, livestock producers and pet owners. Combined with more than 70 years of animal health experience, including helping to mitigate, prevent and treat NWS in other parts of the world, Elanco helped deliver critical treatment options before the parasite was found in the U.S. and is now working alongside the U.S. animal health industry to fight the emergence of this parasite.

For pets, we received the first-ever U.S. Food and Drug Administration (FDA) Emergency Use Authorization (EUA) for NWS in dogs and cats for Credelio and Credelio CAT, respectively. We also received the first FDA conditional approval for treatment of NWS in dogs for Credelio Quattro – CA1, providing veterinarians and pet owners with multiple solutions to address the critical issue.

On the farm, we've secured an EUA from the FDA for Negasunt Powder and a Section 18 Emergency Exemption from the U.S. Environmental Protection Agency (EPA), in cooperation with the U.S. Department of Agriculture (USDA), for Tanidil, providing livestock producers and veterinarians options for prevention and treatment. Both of these products will be available only through the U.S. Animal Plant Health and Inspection Service (APHIS) and its National Veterinary Stockpile. They will be distributed in coordination with state animal health officials and federally recognized tribal agencies to ensure that the products go where they are needed most.

These measures highlight our leadership in livestock innovation and our commitment to partnering with regulators during these challenging times.

Pioneering in Animal Welfare: Delivering Innovation Ethically and Responsibly

Bringing safe, effective and high-quality animal health solutions to market requires rigorous research, testing and regulatory review. Where studies involving animals are necessary, Elanco's animal welfare standards meet and exceed local, national and international laws and regulations. As a result, we apply strong ethical oversight and scientific standards, with animal welfare at the center of every decision and step along the way.

Our commitment extends beyond product development to how we support animals and our customers around the world. Guided by the "Five Domains" framework—Nutrition, Environment, Health, Behavior and Mental State—and the globally recognized principles of Replacement, Reduction and Refinement, we continually work to advance animal care, minimize animal use and promote positive welfare outcomes across our operations and partnerships.

Learn more in our Animal Welfare Issue Brief.

Increase Access to Health Products and Services

At Elanco, we believe that healthy animals improve people's lives. By offering access to our cutting-edge animal health products, we foster community wellness, improve ecosystems dedicated to animal welfare and nurture human-animal connections.

As the leader in the over-the-counter (OTC) pet health market, we expand the availability of essential animal health solutions worldwide. Our innovative omnichannel strategy, alongside effective lifecycle management for our widely recognized brands, makes quality products accessible — from vet clinics to dollar stores and through both retail and online platforms. Our committed global team continuously seeks to provide solutions that meet our customers' needs, challenging conventional limits in the process.

Expanding Access through Our Omnichannel Strategy

Elanco is proud to partner with over 45,000 veterinary clinics and animal hospitals worldwide, ensuring seamless distribution directly to facilities that care for both companion and farm animals. By working closely with a wide range of retail partners, we expand our reach across multiple distribution channels, including advanced e-commerce platforms. Expanding our omnichannel presence has strengthened our market position, as evidenced by our leading role in the U.S. retail parasiticide sector in 2025. Elanco's significant growth in distribution points continues into 2026, with Costco and Dollar General added as new retail customers in the U.S.

AdTab

AdTab continued its strong growth trajectory, with sales increasing more than 50% year over year in Q1 2026. In Europe, AdTab has become the fastest-growing brand in the approximately $600 million OTC ectoparasiticide category, achieving market-leading share in less than two years on the market.

Its momentum reflects growing demand from pet owners for convenient, accessible parasite protection and Elanco's ability to meet evolving consumer preferences through trusted innovation and omnichannel access. AdTab's continued expansion across key European markets further reinforces Elanco's leadership in pet health and commitment to helping pets live healthier lives through easier access to preventative care.

Advantage Collar

Since our last report, Elanco expanded affordable access to parasite protection in the U.S. with the launch of the Advantage Collar for Dogs — an OTC solution that provides four months of continuous flea, tick and mosquito protection. Available at pet specialty, grocery, dollar and mass retail stores for under $25, the collar helps make year-round preventative care more accessible and convenient for pet owners, particularly those seeking trusted protection without a veterinary prescription. Building on the 25-year legacy of the Advantage brand family, the launch reflects Elanco's commitment to meeting pet owners where they shop and expanding access to effective parasite prevention for more families and pets.

One Health Innovation District

In 2024, Elanco announced plans to develop the One Health Innovation District, positioning itself at the forefront of transforming global health. In partnership with Purdue University, this initiative underscores the importance of interconnected human, animal and plant health, aligning with Elanco's mission to enrich lives through improved animal health.

The district, anchored by our new global headquarters, is designed to accelerate innovation by offering collaborative spaces that support rapid scientific development.

In 2025, Elanco's partnership with Alloy Partners led to the launch of the One Health Studio within the district, exemplifying Elanco's commitment to driving industry growth and innovation. The venture studio brings together researchers, investors and entrepreneurs to create and scale startups that converge health solutions, enhancing Elanco's role in shaping the future of health.

Continuing the momentum in 2026, Elanco announced plans to establish Elanco Ventures, a dedicated corporate venture capital (CVC) platform designed to support, invest and advance innovation in animal health. To be backed by a $25 million multi-year commitment, Elanco Ventures will initially focus on strategic investments in therapeutic advancements and supportive technologies across the animal health sector.

Strengthening the Human-Animal Bond through Community Collaboration

Paws for Purpose+ Program

Through our Paws for Purpose program, Elanco supports more than 1,000 animal shelters and rescue organizations across the United States, helping to ensure that pets at every stage of life have access to quality veterinary care, medicines and preventative products. Since our last report, we expanded the program to better connect our shelter network with Elanco employee giving and volunteerism initiatives, creating new opportunities for employees, including veterinarians and animal health professionals, to lend their expertise and time in support of vulnerable animals. The program also strengthens shelters' access to critical product donations during times of heightened need, including large-scale vaccine clinics, parvovirus outbreaks and emergency response efforts. By combining product support, professional expertise and community engagement, Paws for Purpose advances healthier outcomes for pets while strengthening the organizations and people dedicated to their care.

Investment in Companion Animal Care in Indianapolis

As part of our initiative to enhance companion animal care in the community, Elanco announced a series of new partnerships with local Indianapolis-based animal organizations, including IndyHumane and Medical Mutts Service Dogs. In its partnership with IndyHumane, Elanco serves as the exclusive provider of vaccines and veterinary products, ensuring top-notch care for shelter animals and supporting initiatives such as low-cost vaccination clinics and adoption sponsorships.

Additionally, in collaboration with Medical Mutts, Elanco sponsored the training and adoption of rescued dogs to become service animals. These partnerships show Elanco's commitment to fostering a healthier future for pets and their families by leveraging its resources and expertise in partnership with local organizations.

Shine On! Kids, Japan

Elanco Japan proudly supports the Shine On! Kids' Hospital Facility Dog Program, where specially trained facility dogs work alongside clinician handlers in children's hospitals to support pediatric patients. Elanco Japan provides the working dogs with various products, improving the human-animal bond and ensuring a safe environment for the dogs and patients. By covering these medications, we ensure that these dogs can provide comfort and support to children in hospitals across Japan.

Programa Dejemos Huella, Spain and Portugal

For more than 25 years, Elanco's Programa Dejemos Huella has been advancing human and animal well-being in Spain and Portugal by nurturing the human-animal bond. The program emphasizes animal-assisted interventions, education on responsible pet ownership and early childhood development. It showcases the benefits of human-animal interactions in hospitals, schools and communities. This initiative is a key element of Elanco's dedication to social impact, incorporating education, therapy and awareness. Collaborations with organizations and experts have empowered the program to touch thousands of lives and cultivate a more compassionate society.

We Go Beyond

for Customers.

Our promise to advocate, earn trust and solve big challenges to create value, inspires us to **Go Beyond for Customers.**

Unlocking Economic Value for Producers through Science-Based, Scalable Sustainability Solutions

For more than 70 years, Elanco has stood alongside farmers as a trusted partner, understanding their challenges firsthand and developing solutions that meet them where they are. Our experience drives our commitment to building an agricultural system where animal health, farmer livelihoods and sustainability go hand in hand.

Our approach spans the full value chain, combining robust product portfolios, collaborative incentive-based programs, analytics that help farmers capture value from sustainability solutions and industry-leading animal welfare initiatives to help producers do more with less. Whether it's boosting on-farm efficiency, reducing the environmental footprint of livestock production or improving the bottom line for individual producers, Elanco is focused on delivering outcomes that matter – for farmers, for animals and for the future of food.

Enabling Producers to Quantifiably Reduce Livestock Emissions

Elanco is committed to helping farmers lead the way in sustainable animal protein production. Through a combination of science-backed innovations and advanced data analytics, Elanco equips producers with the tools they need to meaningfully reduce livestock emissions and ultimately help the value chain achieve its sustainability and Scope 3 emissions reduction goals. Today, farmers can measure, monetize and communicate the value of those reductions. Our portfolio is designed not just to drive environmental impact, but to make sustainable farming practices economically viable for farmers.

Product Innovation and Portfolio

Experior

Experior® is the first FDA-approved product labeled to reduce ammonia gas emissions from cattle. Designed for beef steers and heifers fed in confinement during the final 14 to 91 days before harvest, Experior helps reduce ammonia emissions per pound of live weight and hot carcass weight while maintaining animal performance. Clinical studies suggest that cattle fed Experior at 5 g/ton for 91 days emitted approximately 16% less ammonia per pound of hot carcass weight than cattle not fed Experior. Experior has continued to build momentum, with approximately 55% of U.S. cattle on feed utilizing the product as of Q1 2026. Following its successful growth in the United States and Canada, Experior also expanded into Mexico in late 2025, further strengthening its long-term global growth potential and extending access to innovative sustainability solutions across key beef-producing markets. By helping producers improve environmental efficiency while meeting growing global demand for protein, Experior® reflects Elanco's commitment to advancing innovation that benefits animals, producers and the planet.

Bovaer and Rumensin

Bovaer® (3-Nitrooxypropanol or 3-NOP) is a first-in-class feed ingredient and the first FDA-reviewed feed ingredient for reducing enteric methane emissions in lactating dairy cows. Bovaer's innovative mode of action suppresses the specific enzyme in the rumen that produces methane. Since its launch in 2024, over 150,000 cows across 12 U.S. states have been fed Bovaer.

Rumensin® is a feed additive that improves milk production efficiency in dairy cows by shifting rumen bacterial populations and increasing the efficient use of feedstuffs by reducing the energy spent on carbon dioxide and methane. Therefore, Rumensin's mode of action results in a reduction in methane production.

Since 2024, the implementation of Bovaer® and Rumensin® protocols has resulted in over 750,000 MT of CO2e reductions that have been monetized and captured by the dairy value chain. This is the equivalent of removing nearly 175,000 cars from the road for a year, or the amount of carbon sequestered by 752,000 acres of U.S. forests in a year.

Zimprova

Approved in Brazil, Zimprova™ is indicated to improve the rate of weight gain and efficiency, and to reduce methane gas emissions from ruminal fermentation in beef cattle. Zimprova™ is certified by the Brazilian company "FairFood" as a Carbon Footprint Reducer. In 2025, Elanco elevated Zimprova's role in sustainability through key initiatives. During COP30, we hosted a dedicated Zimprova event that focused on pathways for low-carbon beef production and positioned Zimprova within broader climate and sustainability discussions.

Digital Solutions

UpLook

UpLook™ is an Elanco digital solution that powers sustainability programs for farmers, enabling them to measure their on-farm environmental footprint and quantify improvements made from solutions they've implemented to reduce emissions. This is the first step in enabling farmers to capture value for their efforts. More than 1 million dairy cows, or approximately 15% of the U.S. dairy herd, are enrolled in our UpLook platform. In the beef industry, more than 2 million feedyard cattle are enrolled in UpLook to evaluate their carbon footprint and understand how it changes over time.

Generating Value for U.S. Dairy Farmers

Today, dairy and beef farmers can implement on-farm sustainability interventions, quantify their impact and complete necessary monitoring and verification steps to ensure the outcomes can be credibly reported by the dairy value chain. Together, these programs and processes enable farmers to receive economic return for their actions.

Elanco continues to work across the dairy value chain to implement scalable and credible emissions-reduction projects in more than 20 states nationwide. Since 2024, as a result of these efforts, Elanco has helped support producer livelihoods and helped them maintain a competitive edge in the global dairy marketplace.

In 2025, Elanco helped feedyards measure, quantify and monetize carbon-reduction interventions for more than 1.4 million cattle. The result was a carbon reduction of more than 200,000 MT CO_2e, providing cattle producers with an opportunity to create a new revenue stream through these verified reductions.

Improving Animal Welfare and Producer Livelihood through Elanco Knowledge Solutions

Elanco Knowledge Solutions (EKS) oversees a variety of platforms designed to help customers monitor key indicators of livestock health and quality, compare their performance against industry standards and conduct tailored analyses. EKS is essential in assisting producers by offering data-driven insights, training and cutting-edge tools. EKS uses extensive databases and expert guidance to help producers make informed decisions that improve both animal health and profitability.

Beef

Benchmark® Database

In 2024, Elanco's Benchmark database contained data from more than 75,000 lots, representing over 10.7 million head of cattle, which is approximately 40% of the beef industry[1]. This data enables producers to compare their performance against industry standards and identify areas for improvement.

Dairy

dRisk Health Risk Assessment Tool

Elanco's dRisk App is tailored to assist dairy veterinarians during the Vital 90 Days® surrounding calving. The app offers personalized insights through on-site evaluations, focusing on aspects such as nutrition and cattle living conditions.

Dairy Data Access System (DDAS)

Elanco's DDAS is an analytics tool designed to aid dairy producers in informed decision-making. By optimizing resource use, DDAS enhances sustainability, reduces environmental impact and boosts operational efficiency for improved economic outcomes.

Poultry

Health Tracking System (HTSi™)

Elanco provides HTSi, a comprehensive global poultry health database utilized in more than 50 countries. This established broiler benchmarking platform evaluates gut health, locomotor function, immune status, respiratory stability and bird welfare to enhance broiler performance and profitability. As the longest-standing industry tool, HTSi offers independently verified insights for poultry benchmarking.

EKS Value Beyond Services

Elanco enhances its product and data solutions through EKS Value Beyond Services, which offers customized on-farm training. Our programs are continually updated to meet the specific needs of our customers. The EKS team delivers comprehensive training and support, emphasizing vital aspects of livestock welfare.

Supporting the Professional Wellness of Veterinarians

Many Elanco employees interact with veterinary clinics where they witness the emotional demands of the profession. Animal care providers can struggle with compassion fatigue and mental health issues, among other challenges. Elanco supports veterinarians by providing innovative therapeutics, vaccines and digital tools and by focusing on mental health and professional development.

Providing Professional Development Opportunities

Supporting the professional wellness, education and advancement of veterinarians and animal health professionals remains an important part of Elanco's broader commitment to strengthening the animal health ecosystem.

Elanco proudly supports a broad network of veterinary medical associations, specialty societies, producer organizations, poultry and livestock groups and animal science institutions around the world, including:

- Alberta Veterinary Medical Association
- American Association of Avian Pathologists
- American Association of Bovine Practitioners
- American Association of Feline Practitioners
- American Heartworm Society
- Association of Shelter Veterinarians
- Australian Association of Animal Science
- Australian Lot Feeders' Association
- British Veterinary Dermatology Study Group
- Canadian Cattle Association
- Canadian Veterinary Medical Association
- Christian Veterinary Mission
- Colorado Veterinary Medical Association
- European College of Veterinary Dermatology
- European Society of Veterinary Dermatology
- Indiana Veterinary Medical Association
- International Poultry Council
- International Veterinary Academy
- Iowa Veterinary Medical Association
- Japan Veterinary Medical Association
- Japanese Board of Veterinary Specialists
- Japanese Society of Veterinary Science
- LeishVet Association
- Michigan Veterinary Medical Association
- National Veterinary Business Association
- New York State Veterinary Medical Association
- North Dakota Veterinary Medical Association
- Nova Scotia Veterinary Medical Association
- Ontario Association of Bovine Practitioners
- Ontario Association of Poultry Veterinarians
- Ontario Association of Swine Veterinarians
- Österreichische Tierärztekammer (Austrian Veterinary Chamber)
- Pennsylvania Veterinary Medical Association
- Philippine Veterinary Medical Association
- Pig Veterinary Society
- Poultry Research Foundation
- Sheep Veterinary Society
- Society of Veterinary Hospital Pharmacists
- South Dakota Veterinary Medical Association
- Stock Feed Manufacturers' Council of Australia
- Swedish Veterinary Dermatology Study Group
- Western Association of Poultry Veterinarians

Through these partnerships, Elanco helps strengthen the veterinary profession by supporting continuing education, scientific exchange, clinical advancement, producer collaboration, leadership development and practitioner well-being. Veterinarians play an essential role in protecting animal health, advancing food security, strengthening the human-animal bond and supporting global public health. By investing in the professional organizations and networks that support veterinarians throughout their careers, Elanco aims to help build a healthier, more resilient veterinary community while advancing innovation and animal care.

Promoting Positive Mental Health in Veterinary Medicine

At Elanco, we acknowledge the extraordinary dedication veterinarians show in caring for animals daily. Recognizing the unique challenges they encounter, we are devoted to supporting their mental health. By offering access to mental health resources and nurturing a supportive community, we aim to provide comprehensive aid to veterinarians.

Betterinary Series

The Betterinary Series has been instrumental in enhancing the well-being of veterinary professionals through continuing education workshops. In 2025, we delivered more than 70 talks, reaching a wide audience across hospitals, veterinary schools and conferences. The series was presented to organizations such as Alliance, Amerivet, National Veterinary Associates, Veterinary Management Group and Mission Pet Health, and was also presented at conferences such as Innovetive and Vet Together.

Mental Health First Aid

Our Mental Health First Aid initiative empowers both internal Elanco employees and veterinary professionals to understand and respond to mental health challenges. In 2025, we conducted two training sessions, certifying 5 Elanco employees and 13 customers.

Fostering the Next Generation of Veterinary Professionals

Elanco is committed to advancing the future of veterinary medicine by investing in the education, development and long-term success of the next generation of animal health professionals. In 2025, Elanco supported universities and academic institutions around the world through sponsorships focused on veterinary education, scientific exchange, research collaboration and student engagement.

In 2025, Elanco's commitment to supporting the advanced education of students entering veterinary science and animal health continued. These pledges of approximately $250,000 in 2025 are designed to support training the next generation of professionals to advance science in critical areas for our customers and future Elanco innovation. This program funds the educational endeavors of Elanco Scholars at Cornell University (Elanco Animal Health Fellowships in Sustainability) and Kansas State University (Elanco Parasitology Graduate Fellowship in Veterinary Medicine). Our investment reflects our dedication to advancing veterinary science and ensuring high-quality talent within the field of animal health.

We Go Beyond

for Society.

Our commitment to improving the health of people through animals, delivering reliable products and safeguarding the food system drives us to **Go Beyond for Society.**

Ensuring the Health and Safety of Consumers and Pet Owners

From the animal protein on our plates to the pets that bring us joy, Elanco plays a role in our daily lives. Our international team is devoted to ensuring a secure and dependable food supply while offering innovative and safe products. Through robust collaborations with producers, veterinarians and pet owners, we are dedicated to enhancing the well-being of animals, supporting thriving communities and promoting global health.

Delivering a Comprehensive One Health Approach

Our One Health philosophy emphasizes the vital links between animal, human and environmental health. By implementing comprehensive programs, rigorous training and leveraging innovative, data-driven products, we uphold the highest standards in animal health and food safety.

Global Program on Salmonella Control in Poultry

Salmonella remains one of the leading causes of foodborne illness globally, contributing to the estimated 600 million foodborne illnesses and 420,000 deaths that occur each year[2]. Elanco is dedicated to controlling Salmonella in poultry through a comprehensive approach. Our program is present in 23 countries and has conducted assessments in Europe, Asia, Africa, South America and the Middle East.

As a trusted partner, we collaborate closely with producers to implement best practices across all poultry production stages. This holistic approach safeguards poultry health and ensures global food safety. Since 2005, control programs have reduced all Salmonella serovars in European laying hens by 87% and broilers by 82%[3]. Elanco understands the value of a programmatic approach in controlling Salmonella disease:

AviPro Salmonella Duo

Elanco's AviPro Salmonella Duo delivers unparalleled Salmonella protection for poultry producers, standing out as the sole live dual-strain vaccine for chickens that effectively targets both S. Enteritidis and S. Typhimurium, a critical advantage given the significant economic threat Salmonella poses to the industry and the imperative for robust on-farm control.

The Elanco Food Safety Programme for Poultry Producers

The Elanco Food Safety Programme (FSP) is a scientifically validated, global solution that provides poultry producers with a unique Food Safety Index (FSI) score for their farms, enabling them to identify and address Salmonella risk factors at every stage of egg production with targeted protective strategies. In 2025, Elanco educated nearly 125 global producers through FSP.

Industry-Leading Antimicrobial Stewardship Program

Addressing the escalating challenge of antimicrobial resistance (AMR), which impacts animal health and food security, is a core focus for Elanco. We are committed to preserving the effectiveness of crucial medicines by advocating responsible antibiotic use in animals, developing innovative solutions and engaging with diverse stakeholders across the health sector. Our stewardship principles emphasize the supervised and appropriate application of antimicrobials, fostering a preventative approach and aligning with global health standards to sustain their efficacy. We continuously work with regulators, veterinarians and health professionals worldwide to promote improved practices.

Elanco understands that overcoming AMR demands significant collaboration and transparency. We actively participate in partnerships with international bodies, academic institutions and industry peers to share vital knowledge, successful strategies and research insights. This collective approach enables us to accelerate the development and implementation of effective measures that ensure antimicrobials remain viable for both human and animal health, reinforcing our commitment to responsible stewardship.

For more information, including a full list of publications from Dr. Shabbir Simjee, Elanco Chief Medical Officer, please see the Elanco Issue Brief on Antimicrobial Stewardship.

Ensuring the Safety and Reliability of Our Products on the Farm, in the Clinic and at Home

Our top priority is ensuring the safety and reliability of our products, whether on the farm, in the clinic or at home. We adhere to the highest industry standards and regulatory requirements through rigorous research, robust quality control and ongoing innovation. Our dedicated teams conduct thorough testing, apply rigorous quality assurance practices and use data-driven insights to surpass customer expectations.

Product Safety

We are focused on product safety, effectiveness and quality. We apply robust quality standards at every stage of research, development, manufacturing and distribution to ensure every Elanco product is developed, produced and distributed in compliance with applicable quality requirements.

Through careful pharmacovigilance, we have carved out a unique advantage, fulfilling our commitment to enhancing and protecting the health of animals, humans and the environment. Our comprehensive approach spans research, development, manufacturing and quality assurance, highlighting our dedication to product safety by:

- Implementing strict quality control measures from development through distribution.
- Regular assessment and audit of our internal and contract manufacturing networks.
- Collaborating closely with regulatory authorities to ensure compliant registration.
- Engaging in proactive pharmacovigilance for ongoing safety evaluation, ensuring that our customers have the clear information needed to make informed choices regarding animal health products.
- Collaborating for compliance and excellence, where every employee receives documented training and adheres to our standard operating procedures in preparing and maintaining our products.

Intellectual Property and Counterfeit Strategy

Elanco's longstanding commitment to consumer safety is evident in our rigorous Intellectual Property (IP) and counterfeit-drug prevention strategies. With more than 70 years of innovation in animal health, Elanco has developed unique blockbuster products and a powerhouse of innovation, underscoring the need to protect our IP and ensure product authenticity.

Understanding the interconnectedness of our world and the associated risks of counterfeit products, Elanco addresses these threats with robust brand protection strategies. We collaborate globally with government entities, law enforcement agencies, trade associations and cross-industry initiatives to enhance consumer safety.

Elanco safeguards its technology, brands and proprietary information through strategic use of patent, trademark, copyright and trade secret laws, alongside regulatory exclusivity and non-disclosure agreements. With approximately 7,000 patents and applications across 95 countries and more than 13,300 trademark applications and registrations in key regions, Elanco ensures global protection for its innovation, particularly those dedicated to livestock and pet care.

Our proactive measures include monitoring and identifying counterfeit activities using both internal and external resources and evaluating products through a rigorous internal process. Elanco also invests in global education training programs and provides an updated field guide for law enforcement. We emphasize purchasing through authorized distributors to ensure product safety and quality. In 2025, our proactive counterfeit program recovered over 160,000 counterfeit products valued at over $13 million and analyzed over 600,000 suspect product advertisements online.

Responsibly Packaging Our Globally Recognized Brands

Elanco is dedicated to advancing sustainable packaging solutions that minimize environmental impact while ensuring product quality and affordability. This reflects our broader commitment to delivering products responsibly and reducing our ecological footprint. Our initiatives focus on reducing greenhouse gas emissions, decreasing the use of harmful chemicals and minimizing waste through innovative packaging designs and material choices.

Our 2025 efforts included:

STRATEGIC INITIATIVE	PROGRESS & IMPACT	KEY OPERATIONAL WINS
Global Strategy & Capability	Formalized and deployed Global Sustainable Packaging Strategy; internal training program embedded eco-design principles.	Strategy now serves as the foundation for all new product launches and re-designs.
Material Stewardship	Assessing portfolio to replace PVC with more sustainable alternatives.	Tapeworm Dewormer: Eliminated plastic hang tags (1,058 lbs plastic waste), transitioning the carton to a mono-material for easier recycling.
Resource Optimization	Advanced lightweighting and circularity (e.g., transitioning from E-flute corrugated to 100% recycled paperboard).	Tapeworm Dewormer: Eliminated inner corrugated cases and labels (6,068.3 lbs. total waste reduction). Hemicell EL/EU: Switched from 10kg to 25kg bags (5,533 lbs. waste reduction). Deblistering initiatives (Credelio Quattro, Zenrelia, Credelio) to maintain patient safety while reducing material use.
Compliance & Safety	Implemented robust Packaging Migration Guidelines to ensure stability and safety during material transitions.	Avoidance of potential harmful inks, varnishes and glues.
Sustainability Packaging Innovation	Redesign of packaging for existing products.	Quad Dewormer: First CVM common inner pack for OSD products; carton redesign reduced weight by 0.3g (364 lbs SBS paperboard reduction). Launched Seresto ® Sustainable Pack in Europe, replacing metal tins with eco-designed packaging to reduce carbon intensity.

Protecting Accessibility and Availability of Affordable Animal Protein

Ensuring the health of animals is essential to society. At Elanco, we are dedicated to safeguarding access to affordable, high-quality protein for local communities. We do this by building an integrated portfolio of products and solutions that reduces disease incidence, enhances animal health and well-being and improves feed utilization and production efficiency.

Enabling the Efficient Production of Affordable Protein

Through a comprehensive portfolio that integrates advanced solutions across beef, dairy, poultry and swine production, Elanco empowers farmers to sustain efficient, productive operations. From vaccines that maintain the health of farm animals to nutritional support products that help animals maintain their natural defense against microbial challenges, we're regularly bringing forward innovations that address some of farmers' greatest challenges. This leads to lower production costs and ensures a steady supply of affordable, high-quality meat and dairy products for consumers around the globe.

Reducing Disease Incidence

Since our last report, Elanco partnered with HIPRA to bring two avian metapneumovirus (aMPV) vaccines to the U.S. poultry market, providing producers with new tools to manage this costly respiratory disease. The virus primarily affects turkeys, with an estimated 60-80% of commercial turkey flocks nationwide impacted by aMPV; yet broilers and laying and breeding birds are also susceptible to the virus. The vaccines, RESPIVAC® aMPV and HIPRAVIAR® TRT, manufactured by HIPRA, were introduced to select producers via an emergency import license earlier in 2025 through field trials. The field trials show significant improvement among vaccinated birds compared to the previous year.

Enhances animal health and well-being

Since our last report, Elanco acquired AHV International, a Dutch innovator in farm animal health. This acquisition allows Elanco to offer more proactive nutritional health interventions that can be tailored to the individual health of each cow to meet their health and disease prevention needs when they're most susceptible. For example:

- StopLac is designed to reduce milk production in dairy cows during the dry-off process at the end of a lactation cycle.
- AHV's Quorum Sensing Technology, based on plant-derived extracts, disrupts biofilm formation, exposing pathogens to the animal's natural immune system. Helping the animal's own immune system better fight diseases reduces the need for antibiotics.

By combining Elanco's scientific rigor, technical teams and strong distribution experience, these tools have the potential to become essential for the dairy industry, leading to improved animal well-being and further reducing the need for antibiotics on farms.

Collaborating to Fight Food Insecurity

Nutrition Secure Indianapolis (NSI)

In 2025, Elanco launched NSI, an initiative working to improve access to nutritious food and advance the connection between food and health on the Indianapolis West Side. Through a coalition of nonprofit, corporate, healthcare, agriculture and community partners, the initiative brings together resources, expertise and volunteers to help address nutrition insecurity while promoting long-term wellness outcomes for families. Participating families receive access to nutritious foods each week, including twelve pounds of fresh produce and eight pounds of animal protein.

In partnership with Purdue University, the initiative is also supporting research to better understand the impact of access to nutrition and food-as-medicine interventions on community health outcomes. The findings will help inform future approaches to improving nutrition and overall well-being.

Coalition to Close the Protein Gap

Elanco is proud to be a part of the Coalition to Close the Protein Gap, a $40 million initiative to deliver up to 3 billion protein-rich meals annually to American families. The collaborative effort unites farmers, protein producers and hunger advocates to bridge America's 800-million-pound protein gap by enhancing supply and infrastructure. The coalition will improve accessibility through expanded cold storage and logistics, ensuring that high-quality protein reaches communities in need. Through innovative partnerships and public engagement, Elanco continues its commitment to enhancing food security and nutritional outcomes across the nation. For more information, visit ClosetheProteinGap.org.

Bridging the Protein Access Gap

Elanco is helping bridge the gap between food production and food access through partnerships that improve nutrition security across the United States. In 2026, HHS and USDA announced up to $15 million in combined investments to expand access to high-quality protein and strengthen cold-chain infrastructure, building on the proven HATCH for Hunger model. Together with farmers, ranchers, food banks and government partners, this public-private collaboration aims to address an estimated 800-million-pound annual protein gap in the charitable food system by improving the distribution of nutrient-dense foods such as meat, eggs, dairy and seafood. By helping connect surplus protein with families in need, Elanco is supporting healthier communities, reducing food waste and advancing its purpose of making life better for animals and the people who depend on them.

CASE STUDY

Delivering Holiday Meals to Indianapolis Families

In Indianapolis, Elanco partnered with HATCH for Hunger, Mary Rigg Neighborhood Center and Edison School of the Arts to help address holiday food insecurity through large-scale Thanksgiving meals and turkey giveaways. Together, volunteers distributed more than 600 turkeys and 600 food boxes — representing approximately 16,800 pounds of food — to families across Indianapolis. Additional community distributions through school and neighborhood partnerships helped provide nearly 380 Thanksgiving meal kits and support more than 300 local families. The effort reflects Elanco's broader commitment to improving access to nutritious protein, strengthening local communities and advancing purpose-driven impact through collaboration and service.

We Go Beyond

For Our People.

Our unique purpose-driven culture that encourages ownership, growth and well-being motivates us to **Go Beyond for Our People.**

Recruit, Retain and Empower the Workforce of the Future

Elanco is shaping the workplace of the future — engaging, dynamic and rooted in our dedication to people, purpose and potential. We're fostering a productive, inclusive and safe environment where every colleague can achieve their full potential.

Driving Success through an Engaged Workforce

Skilled and engaged employees are essential to Elanco's success, influencing our culture and propelling our accomplishments. The Elanco Employee Promise underscores our commitment to fostering an inclusive culture where everyone can make a difference, encouraging ownership, growth and well-being, while focusing on customers and the animals in their care.

We are committed to offering meaningful experiences for both present and future team members worldwide. At Elanco, we prioritize lifelong learning and career growth through a comprehensive talent management approach that includes the evolution of our benefits, including paid time off and parental leave, ongoing education and competitive compensation packages. Our strategy is guided by data insights and regular employee feedback, which helps us fine-tune our management practices, policies, goals and programs to support informed decision-making.

METRIC	2025 RESULT
Percentage of Active Employees Completing Code of Conduct Training	100%
Q4 2025 Manager Effectiveness*	81%
Rolling 12-Month Voluntary Turnover Rate as of December 31, 2025	8%

*The percent of employees who believe their manager is effective, considering multiple dimensions: managing performance, supporting innovation, fostering inclusion, empowering autonomy, and actively developing others.

Launched Leader 2030

In 2025, Elanco rolled out its Leader 2030 framework to help leaders build the behaviors, standards and capabilities needed to drive stronger execution and performance in support of the company's long-term growth ambitions. The initiatives focus on strengthening leadership effectiveness while providing flexible, practical development opportunities through new tools and learning experiences.

Key elements of the rollout include:

- Launch of ElanCOACH, our AI-powered coaching companion designed to help leaders prepare for critical feedback, coaching and accountability conversations, alongside the Manager Hub to support with resources for every day leadership tasks.
- Introduction of Leader Labs, a quarterly learning series featuring short courses, live sessions, podcasts, self-assessments and application labs focused on business-critical skills.
- Updated performance management training designed to strengthen both leadership capability and process consistency across the organization.

Employee Engagement

At Elanco, we assess global employee engagement with our semi-annual "Voice of the Employee" survey. This tool evaluates factors such as emotional connection, commitment, motivation, well-being, confidence and satisfaction, offering actionable insights relative to external benchmarks. It drives informed, data-based decision-making. Leadership is dedicated to addressing issues and implementing effective solutions, with annual Pulse checks monitoring our progress. Confidential feedback from employees also plays a crucial role in ongoing leadership development. Since 2022, we've observed a consistent rise in employee engagement.

EMPLOYEE ENGAGEMENT SCORE (Q4 2025)

73%

This represents a +2-percentage point increase from the most recent survey Q1 2025, and a +11-percentage point increase from Q1 2022. Our Q4 2025 engagement index is also a +4-percentage point over the Culture Amp external benchmark for similarly sized enterprises.

Living our Purpose: An Industry-Leading Volunteer and Giving Program

Elanco employees exemplify dedication and compassion, consistently going beyond, giving back to the community and embodying core values integral to Elanco's culture. Their unwavering commitment to volunteerism and support initiatives strengthens our mission to make life better for animals, customers, society and each other.

Employee Volunteering and Giving

In 2025, we saw remarkable engagement from our employees, who collectively contributed more than 28,000 volunteer hours. With 22.6% participation, Elanco team members supported 938 nonprofits worldwide, reflecting our ongoing commitment to community involvement and the positive impact our employees are making globally.

2025	
Number of volunteer hours	>28,000
Participation rate	22.6%
Total employee giving	~$203K

OneElanco Employee Relief Fund

Elanco supports the communities around us, including offering vital assistance to our colleagues during challenging times. Since the start of the program in 2024, the OneElanco Employee Relief Fund has provided nearly $50,000 to colleagues facing unforeseen financial difficulties due to events such as natural disasters, house fires, unexpected loss of a spouse and other personal hardships.

The Elanco Foundation Matching Gifts Program

In 2025, the Elanco Foundation showcased its unwavering commitment to charitable and community giving. Through its Matching Gifts Program, the Foundation matched employee contributions, resulting in nearly $100,000 in matches to support charitable causes aligned to the Foundation's mission. This enduring effort continues to make a positive impact on our communities.

Global Day of Purpose (GDOP)

Our annual GDOP stands as a powerful testament to Elanco's commitment to our impact work, uniting thousands of employees worldwide in a shared mission of service. Guided by our vision of Making Life Better for Animals, Makes Life Better, we dedicate this day to addressing critical needs in our communities, centered on nutrition security and animal welfare. By partnering with various nonprofits, our teams translate our values into tangible community impact, strengthening the vital bond between people, animals and the planet we share. Listed here are several examples of the impact made during 2025's GDOP.

China — For the third consecutive year, the Chengdu affiliate demonstrated its commitment to animal well-being by volunteering at the Qiming Small Animal Protection Center. This effort directly aligns with Elanco's purpose of Making Life Better for Animals, as the team dedicated their 2025 GDOP to creating a brighter, healthier environment for the center's animals. By weeding and cleaning, building wooden doghouses and scrubbing feeding buckets, they ensure comfort and hygiene. Additionally, their donation of parasite-prevention medication reinforced our dedication to animal health within the community.

Canada — Elanco Canada volunteered at the Guelph Food Bank, where they sorted products and stocked shelves. This hands-on experience not only helped feed their local community but also gave the team a real sense of the effort required to support the community and its nutritional needs. In addition to their volunteering, the team hosted a successful food drive for the Guelph Food Bank.

Poland — The Elanco Poland team kicked off GDOP 2025 with various activities, including building 10 dog kennels and 35 snuffle mats for local animal shelters, and preparing 10 terrariums for the Warsaw Zoo. Their day also included an insightful session with a dog behaviorist, deepening their understanding and passion for animal care.

Operate like Owners: Ethically, Safely and Efficiently

Every Elanco team member is empowered to think and act like an owner, creating a culture that resonates with our core values of integrity, respect and excellence.

Empowering Employee Ownership

Elanco offers an inclusive stock-based compensation plan that fosters an ownership mentality and acknowledges employee contributions. The program features Restricted Stock Units (RSUs), Performance-Based Awards (PAs) and stock options, encouraging sustained commitment and motivating employees to contribute to the company's achievements. Since our last report, Elanco has created a new ownership award program that gives every employee the opportunity to become an owner. All employees who don't already receive equity received a one-time $100 stock grant (or a cash equivalent that could be used to purchase stock). Going forward, new hires will be given this same opportunity within their first year of employment.

Driving Ownership Through Ascend

Creating impact starts with empowering employees to identify opportunities, solve problems and drive meaningful change. Through Ascend, our enterprise-wide initiative focused on operational excellence and continuous improvement, employees are encouraged to think like owners and take action to improve how we work. Over the past year, engagement continued to grow across the organization, with more than 5,000 projects logged, from large-scale business transformations to local process improvements. Ascend remains on track to deliver $200–$250 million in savings, demonstrating the power of employee-led innovation and disciplined execution. By embedding a culture of accountability, innovation and operational excellence, Ascend is helping employees deliver measurable value while advancing Elanco's long-term growth strategy.

Advancing Ethical Business Practices

Integrity and respect form the foundation of our approach. At Elanco, ethical conduct is essential, deeply embedded in our identity.

To underscore our dedication to ethical business practices, Elanco mandates that all active employees undergo Code of Conduct training. Timely completion is necessary to prevent disciplinary action and to promote ethical behavior and a responsible workplace.

Responsible Supply Chain and Human Rights Philosophy

Elanco's philosophy on human rights is firmly embedded in our Code of Conduct, emphasizing our core values of integrity, respect and excellence. This commitment is integral to our performance management process and is a collective responsibility of all executives, board members and employees.

We require compliance not only within our organization but also from our suppliers and third parties, as detailed in our Business Partner Code of Conduct. This code outlines expectations for legal and ethical behavior, essential to building stakeholder confidence and trust in our operations.

Transparency is crucial, with annual modern slavery statements and human rights risks disclosed in corporate reports where required. This commitment is reflected in our collaboration with IntegrityNext, which plays a vital role in ensuring our supply chain meets the highest standards of ethical conduct and sustainability. We use IntegrityNext to review and monitor our suppliers' practices and policies, ensuring adherence to fair employment practices, safe and healthy workplaces and environmentally responsible activities. For more details, please refer to the various human rights statements and policies hosted on our ESG website.

Putting Safety at the Core of Our Operations

At Elanco, workplace safety is not just a priority; it is a core behavior. We strongly believe that fostering an ownership mindset is crucial to cultivating a safe environment. By empowering employees to personally manage their safety and that of their colleagues, we nurture a culture of vigilance and proactive risk management.

These HSE commitments describe our desire to protect our people, our planet and our brand and include the following:

- We maintain a workplace that promotes the safety and security of our people, assets and the communities in which we operate and serve.
- We are focused on the well-being of our people by continuously improving our health and safety practices.
- We are committed to conducting business in an environmentally responsible manner.
- We are committed to a robust security culture to protect our people and brand from harm, and our assets from loss, theft or damage.

Initiatives like these allow Elanco to improve our key safety metrics, including leading safety indicators and audit performance.

	2023	2024	2025
Leadership safety engagements	4,900+	9,100+	10,400+
HSE observations*	6,800+	9,800+	17,200+
Reduction in DART injuries**	9%	46%	43%

*HSE Observations are both systematic and spontaneous observations of workplace conditions to identify potential hazards.
**Reductions from 2021 base year

RECORDED DART INJURIES

2022	2023	2024	2025
40	49	29	31

Delivering Operational Efficiency

Elanco is committed to embedding a sustainability stewardship mindset in the way we approach operational efficiency. As part of this commitment, Elanco monitors and reports on energy, waste, water and greenhouse gas emissions metrics. Current year and historical data can be accessed in the appendix.

Below are a few examples of programs that underscore our commitment to evaluating resource resilience and long-term business success.

LEED Certification: Advancing Sustainability at Elanco's Headquarters

Elanco's new global headquarters achieved LEED Certified status by incorporating sustainable design and operation into every aspect of the building. Key features contributing to this certification include:

- Energy Efficiency: The innovative energy recovery wheel system reduces HVAC loads by 70% to 80%.
- Water Conservation: Installation of low-flow fixtures saves 542,668 gallons of water annually.
- Construction Waste Management: Approximately 75.9% of construction waste was diverted from landfills.

Achieving Outstanding Wastewater Compliance

Elanco's commitment to environmental stewardship extends to every aspect of our operations, including responsible water management. In 2025, our Terre Haute facility achieved perfect wastewater compliance with zero inspection issues, demonstrating ongoing dedication to protecting local waterways, infrastructure and community health. This accomplishment, including 100% permit compliance and a flawless annual inspection, underscores Elanco's operational efficiency in environmental management.

These efforts lead to significant energy savings, reduced water usage and minimized environmental impact. By integrating sustainable materials and promoting indoor air quality, the headquarters enhances employee well-being and demonstrates Elanco's commitment to creating a healthier future for the community and the planet.

Appendices

- Appendix A: ESG Metrics and Discussion
- Appendix B: Endnotes
- Appendix C: Legal Disclosures
- Appendix D: Independent Accountant's Review Report
- Appendix E: Reconciliation of GAAP Reported to Selected Non-GAAP Adjusted Information

Appendix A

Energy and Electricity Use

Monitoring energy and electricity use is crucial for Elanco to understand its environmental impact. Tracking energy emissions allows Elanco to assess reductions and measure progress. This data-driven approach enables informed decision-making, fostering a more sustainable future for Elanco and the planet. Emission intensity is a quantified amount of GHG released per unit of activity or output, such as revenue. Emission intensity offers a metric for a company that shows possible progress on emission control, even if production increases. Elanco procures renewable energy via two methods: guaranteed certificates and utility offerings. This year, some certificates were not renewed/unverified and certain utility sources were not fully renewable. Consequently, per the GHG carbon accounting protocol, these amounts were excluded from our renewable energy totals.

METRIC	2023	2024	2025	UNIT
Total renewable electricity	52,737	15,764	15,992	Megawatt hours (MWh)
Renewable electricity (% of total electricity used)	13	4	4	Percentage (%)
Total electricity consumption	421,767	425,348	422,484	Megawatt hours (MWh)
Total electricity purchased and consumed (location-based calc method)	421.77	441.11	422.48	Gigawatt hours (GWh)
Total energy purchased and consumed (market-based calc method)	1,016	1,234	1,278	Gigawatt hours (GWh)
Total electric intensity	95.50	99.37	89.60	MWh/$1million revenue
Total energy intensity	230	278	271	MWh/$1million revenue

Greenhouse Gas Emissions

Elanco tracks GHG emissions at the enterprise level to identify efficiency opportunities and reduce environmental impact. These ongoing efforts demonstrate Elanco's commitment to responsible energy management. Location-based emissions refer to the greenhouse gas (GHG) emissions associated with the electricity consumed by a company, calculated using a simplified average emissions intensity of the local electricity grid. Market-based emissions refer to the greenhouse gas emissions calculated based on the specific grid emissions, established electricity contracts and purchasing decisions of an organization, rather than the average emissions of the local grid. 2025 results reflect the acquisition of the Speke manufacturing site. Forvis Mazars, LLP provided limited assurance over Scope 1 and 2 emissions. The Independent Accountant's Report can be referenced in Appendix D.

SCOPE 1 AND 2 EMISSIONS

METRIC	2023	2024	2025	UNIT
Scope 1 Emissions (Including Biogenic)	145,021	175,807	181,624	Metric tons of CO_2 (mt CO_2e)
Biogenic Scope 1 Emissions	32,771	32,653	31,924	Metric tons of CO_2 (mt CO_2e)
Scope 2 Emissions (market-based calculation method)	285,188	302,607	303,364	Metric tons of CO_2 (mt CO_2e)
Scope 2 Emissions (location-based calculation method)	197,833	189,132	179,937	Metric tons of CO_2 (mt CO_2e)
Scope 1 and 2 Emissions (market-based calculation method)	430,209	478,414	484,988	Metric tons of CO_2 (mt CO_2e)
Scope 1 and 2 Emissions (location-based calculation method)	342,854	364,908	361,561	Metric tons of CO_2 (mt CO_2e)
Scope 1 and 2 Emissions intensity (market-based calculation method)	97.4	107.8	102.9	mt/$1million revenue
Scope 1 and 2 Emissions intensity (location-based calculation method)	77.6	82.2	76.7	mt/$1million revenue

SCOPE 3 EMISSIONS

METRIC	2023	2024	2025	UNIT
Scope 3 Emissions	655,353	496,505	513,589	Metric tons of CO_2 (mt CO_2e)

Water Use

Elanco's global water stewardship program focuses on responsible water use and conservation across our operations. Recent actions include implementing water-saving projects at our Clinton, Indiana and Wusi, China facilities, demonstrating our commitment to reducing our water footprint. These initiatives involve optimizing processes, upgrading equipment and promoting water conservation practices to minimize our environmental impact in water-stressed regions.

Waste

Elanco is committed to responsible waste management, with a strong emphasis on the safe and compliant handling of hazardous waste. Our comprehensive program includes minimizing waste generation, promoting recycling and reuse and ensuring proper disposal of hazardous materials in accordance with regulations. This commitment protects the environment and safeguards the health and safety of our employees and communities.

METRIC	2023	2024	2025	UNIT
Water use/intake	5,440	5,304	5,111	Cubic meters (m^3)
Water use/intake intensity in water-stressed areas	145	159	147	Cubic meters (m^3)
Water intake intensity	1.2	1.2	1.1	m^3/$1million revenue
Wastewater discharge	3,453	3,735	3,614	Cubic meters (m^3)
Wastewater discharge intensity	0.78	1.19	1.30	m^3/$1million revenue

HAZARDOUS WASTE MANAGEMENT

METRIC	2023	2024	2025	UNIT
Total hazardous waste	6,878	7,342	8,309	Metric tons (mt)
Hazardous waste recycled	3,693	3,607	4,568	Metric tons (mt)
Hazardous waste incinerated	2,762	3,124	3,665	Metric tons (mt)
Hazardous waste landfilled	424	611	76	Metric tons (mt)
Hazardous waste other disposal method	0	0	0	Metric tons (mt)
Hazardous waste intensity	1.56	1.65	1.76	mt/$1million revenue
Hazardous waste recycled intensity	0.84	0.81	0.97	mt/$1million revenue

NON-HAZARDOUS WASTE MANAGEMENT

METRIC	2023	2024	2025	UNIT
Total non-hazardous waste	89,398	106,797	114,068	Metric tons (mt)
Non-hazardous waste re-used	82,152	90,768	106,693	Metric tons (mt)
Non-hazardous waste recycled	1,827	2,555	2,611	Metric tons (mt)
Non-hazardous waste incinerated	1,927	2,824	1,849	Metric tons (mt)
Non-hazardous waste landfilled	3,492	3,307	2,914	Metric tons (mt)
Non-hazardous waste other disposal method	0	0	0	Metric tons (mt)
Non-hazardous waste intensity	20.24	24.06	24.19	mt/$1million revenue
Non-hazardous waste recycled intensity	18.60	20.45	22.63	mt/$1million revenue

WASTE MANAGEMENT TOTALS

METRIC	2023	2024	2025	UNIT
Total waste generated	96,276	114,139	122,377	Metric tons (mt)
Total waste recycled	5,520	6,162	7,179	Metric tons (mt)
Total waste intensity	21.8	25.71	25.95	mt/$1million revenue
Total waste recycled intensity	1.25	1.39	1.52	mt/$1million revenue
Total waste recycled and reused intensity	20.16	21.84	24.15	mt/$1million revenue

Employee Demographics by Geography

Elanco's global workforce unites diverse talents and perspectives, collaborating seamlessly across borders and functions. Driven by our shared passion for animal health, we leverage collective expertise to develop innovative solutions. This interconnected community fosters a dynamic and inclusive environment, empowering us to improve animal well-being worldwide.

METRIC	2024	2025	UNIT
Africa	0.8	0.7	Percentage (%)
Asia	22.3	21.1	Percentage (%)
Australia and New Zealand	2.7	2.0	Percentage (%)
Central America	2.9	3.0	Percentage (%)
Europe	34.0	35.9	Percentage (%)
North America — Not US	1.3	1.3	Percentage (%)
North America — US	31.1	31.0	Percentage (%)
South America	4.9	4.9	Percentage (%)

Social Protections Available to Employees

Elanco provides a comprehensive suite of social protections for its employees, including competitive retirement plans (e.g., 401(k)), generous sick leave and paid parental leave. Our commitment to ethical conduct and respect is reflected in the Employee Code of Conduct, and supported by robust anti-harassment, human rights, modern slavery reporting and speak-up policies, ensuring a safe and inclusive work environment.

ESG-Related Policies and Statements

Elanco Code of Conduct

Elanco Human Rights Policy

Corporate Annual Reports

Speak Up-No Retaliation Policy

Responsible Supply Chain

Elanco is committed to building a responsible and more sustainable supply chain, extending our values to our partners and suppliers. We actively engage with our suppliers to promote ethical labor practices and reduce environmental impact, and we conduct assessments to verify compliance with our standards. This dedication to responsible sourcing reinforces our commitment to social and environmental responsibility throughout our value chain.

METRIC	2024	2025	UNIT
Percent of Suppliers Based on Spend Audited for Social Governance Policies	57	67	Percentage (%)
Total Number of Suppliers	15,000	16,710	#

Employee Health and Safety

Elanco prioritizes employee safety through a comprehensive program that emphasizes prevention and continuous improvement. We are proud to report zero employee fatalities and a significant reduction in our Days Away, Restricted, or Transferred (DART) injuries, demonstrating the effectiveness of our safety initiatives. This commitment to a safe work environment reflects our belief that the well-being of our employees is paramount. Variations in 'Leadership Safety Engagements' are due to refining the definition of an engagement, as the process continues to improve.

METRIC	2021	2022	2023	2024	2025	UNIT
Work-related fatalities	0	0	0	0	0	#
Leadership Safety Engagements	3,601	8,506	4,965	9,137	10,443	#
Health Safety and Environment (HSE) Observations	5,692	5,711	6,806	9,847	17,201	#
DART — Days Away Restricted or Transferred Recordable Injury and Illness	54	40	49	29	31	#

Product Safety

Elanco places the utmost importance on product safety and implements rigorous quality control measures throughout our manufacturing processes. This dedication to quality and safety underscores our mission to improve animal health and well-being.

METRIC	2023	2024	2025	UNIT
Number of Product Recalls Issued in the Year	7	8	6	#
Number of Enforcement Actions Taken In the US in Response to Violations	—	0	1	#

Animal Welfare

Elanco's animal welfare policy reflects our deep commitment to the responsible and humane treatment of animals. We integrate animal welfare considerations into our research, development and manufacturing processes, striving to minimize animal distress and promote positive welfare outcomes. This dedication to animal well-being is integral to our mission to improve animal health and advance responsible animal care.

METRIC	2024	2025	UNIT
Number of Studies Terminated Due to Inadequate Clinical Practices in the Year	0	0	#
Number of Form 483's Received in the Year	0	0	#
Total Monetary Losses as a Result of Legal Proceedings Associated with Clinical Trials in Developing Countries	0	0	United States dollar (USD)

Endnotes

1 Elanco Animal Health. Data on File.

2 World Health Organization. Food Safety. [Internet]. 2024. Available from: https://www.who.int/NEWS-ROOM/FACT-SHEETS/DETAIL/FOOD-SAFETY/

3 European Food Safety Authority (EFSA), "Report of the Task Force on Zoonoses Data Collection on the Analysis of the baseline study on the prevalence of Salmonella in holdings of laying hen flocks of Gallus gallus," EFSA Journal 22, no. 5 (2024): 9106. Wiley Online Library

Legal Disclosures

This report represents our ESG and sustainability performance for 2025. Quantitative data and other updates contained in this digital report are focused on the 2025 calendar year or as of December 31, 2025, as applicable, and include our global operations, unless otherwise noted. We may also discuss data, trends and accomplishments from early 2026 or from previous years, where relevant and specifically stated.

This report represents the global operations of Elanco Animal Health Incorporated and does not include joint ventures, partially owned subsidiaries or outsourced operations, unless specifically stated. This report refers to the Elanco Foundation, an independent private, tax-exempt organization that focused on charitable efforts that improve the well-being of animals, people and the planet through programs including strategic philanthropic investing, community and nonprofit partnerships and employee giving and volunteerism.

We consider both voluntary and mandatory ESG and sustainability frameworks and standards in deciding what data to collect and report. The data presented in this report is collected using various methodologies, which in some instances are based on assumptions and estimates in which there are inherent uncertainties and limitations. For example, information may come from third-party sources and operations outside of our control. While we believe such information is reasonably accurate and is based on reasonable principles and methodology, the third-party collection and validation of this data is beyond our direct control. Furthermore, environmental data in this report is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The precision of different measurement techniques may vary. As we improve our methodologies and as new information becomes available, we may continue to revise our estimates and assumptions. Methodology changes may include, without limitation, changes in a calculation, improvements in the quality of data, greater data granularity or updates to available third party-reported data. Such updates may result in material changes to our calculations and may also result in adjustments made to the current and previous reporting periods.

The information in this report, including the forward-looking statements, is provided as of July 2026, unless otherwise indicated. All forward-looking statements are expressly qualified in their entirety by the risk factors and cautionary statements described on this page and elsewhere in this report. We undertake no obligation to update the information or forward-looking statements in the report to reflect subsequent events or circumstances. More current information on notable events about our ESG and sustainability efforts may be included elsewhere in our ESG and sustainability disclosures, in Forms 10-K, 10-Q and any 8-Ks filed with the Securities and Exchange Commission (SEC), or in press releases on the news page of our website.

Our approach to the disclosures included in this report differs in significant ways from those included in mandatory regulatory reporting, including under the final (but suspended) SEC rules and regulations. References to, or inclusion of, information in this report should not be construed as a characterization regarding the materiality of such information to our financial results or our operations. While certain matters discussed in this report may be referred to as “significant” or “material,” any such significance or materiality should not be read as necessarily rising to the level of materiality used for the purposes of complying with U.S. securities laws or under similar laws in other jurisdictions, even if we use the word “significant,” “material,” or “materiality” in this report.

This report includes statements regarding various policies, values, standards, approaches, procedures, processes, systems, programs, initiatives, assessments, technologies, practices and similar measures related to our operations (“Policies and Procedures”). References to Policies and Procedures in this report do not represent guarantees or promises about their efficacy or continued implementation, or any assurance that such Policies and Procedures will apply in every case. Such Policies and Procedures are subject to risks, uncertainties and other factors, some of which are beyond our control and are difficult to predict. There may be exigent circumstances, factors, or considerations that may cause implementation of other measures or exceptions in specific instances.

Our ability to achieve any stated ESG or sustainability goal or objective is subject to numerous factors and conditions — many of which are outside our control. We can give no assurances that any plan, initiative, goal, objective, commitment or expectation will be achieved.

This report contains references or links to other websites maintained by third parties over whom we have no control. We make no endorsement of such websites, nor do we make any representations or warranties with respect to any information contained in such third-party websites. Furthermore, use of any such third-party site is at your own risk and will be governed by such third-party’s terms and conditions.

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements are based on Elanco’s current assumptions, estimates and expectations at the time the statements were published, including statements regarding, among other things, our ESG and sustainability goals, commitments and programs; our operations, performance and financial condition; and other business plans, initiatives, aspirations and objectives — all of which are subject to change. These statements are typically accompanied by words such as “aim,” “hope,” “plan,” “estimate,” “project,” “intend,” “expect,” “believe,” “target,” “anticipate,” “seek” and similar expressions. These forward-looking statements are based on our current expectations and assumptions regarding, among other things, our operations, performance and financial condition, and are subject to change. Important factors that could cause actual results to differ materially from those in the forward-looking statements include the risk that we are unable to execute our strategy because of market or competition conditions; economic, industrial or governmental developments that may impact our operations and other risks and uncertainties, including those described in our Form 10-K and Form 10-Qs filed with the SEC. You are cautioned not to place undue reliance on these forward-looking statements, which are subject to risks, uncertainties and assumptions that are difficult to predict. Elanco undertakes no duty to update forward-looking statements.

This report includes the following non-GAAP financial measures: adjusted EBITDA and adjusted EPS. We believe these non-GAAP financial measures are useful to investors because they provide greater transparency regarding our operating performance. The primary material limitations associated with the use of such non-GAAP measures as compared to GAAP results include the following: (i) they may not be comparable to similarly titled measures used by other companies, including those in our industry, (ii) they exclude financial information and events, such as the effects of an acquisition or amortization of intangible assets, that some may consider important in evaluating our performance, value or prospects for the future, (iii) they exclude items or types of items that may continue to occur from period to period in the future and (iv) they may not exclude all unusual or non-recurring items, which could increase or decrease these measures, which investors may consider to be unrelated to our long-term operations. These non-GAAP measures are not, and should not, be viewed as substitutes for GAAP reported measures. We encourage investors to review our unaudited consolidated financial statements in their entirety and caution investors to use GAAP measures as the primary means of evaluating our performance, value and prospects for the future and non-GAAP measures as supplemental measures. Reconciliation of non-GAAP financial measures and reported U.S. GAAP financial measures are included in Appendix E, in the tables accompanying our earnings release dated February 24, 2026, and in the related presentation posted on our website at www.elanco.com.

Independent Accountant's Review Report

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Independent Accountant's Report

Elanco Animal Health Incorporated
450 Elanco Circle
Indianapolis, IN 46221

We have reviewed Elanco Animal Health Incorporated's Schedule of Selected Greenhouse Gas Emissions, included in Appendix A of the Independent Accountant's Review Report for the year ended December 31, 2025, in accordance with the criteria also set forth in Appendix A (the criteria). Elanco Animal Health Incorporated's management is responsible for preparing and presenting the Schedule of Selected Greenhouse Gas Emissions in accordance with the criteria. Our responsibility is to express a conclusion on the Schedule of Selected Greenhouse Gas Emissions based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C Section 105, Concepts Common to All Attestation Engagements, and AT-C Section 210, Review Engagement. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Schedule of Selected Greenhouse Gas Emissions as presented in Appendix A in order for it to be presented in accordance with the criteria. The procedures performed in a review vary in nature and timing from and are substantially less in extent than an examination, the objective of which is to obtain reasonable assurance about whether the Schedule of Selected Greenhouse Gas Emissions are presented in accordance with the criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Greenhouse gas (GHG) emissions quantification is subject to significant inherent measurement uncertainty because of such items as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and methods used for measuring such data. The selection by management of a different but acceptable measurement method, input data, or model assumptions, or a different point value within the range of reasonable values produced by the model, could have resulted in materially different amounts or metrics being reported.

Based on our review, we are not aware of any material modifications that should be made to the Schedule of Selected Greenhouse Gas Emissions as presented in Appendix A in order for it to be presented in accordance with the criteria.

Forvis Mazars, LLP

Forvis Mazars, LLP
Kansas City, Missouri
June 24, 2026

Forvis Mazars, LLP is an independent member of Forvis Mazars Global Limited

Appendix A:

Elanco Animal Health Incorporated
Schedule of Selected Greenhouse Gas Emissions
Year Ended December 31, 2025

Indicator	2025 Quantity	Unit	Reporting Criteria
Total Scope 1 Emissions	181,624	$MTCO_2e$	World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD), The Greenhouse Gas Protocol: A Corporate Accounting Standard (GHG Protocol), Revised Edition (March 2004) WRI WBCSD GHG Protocol Scope 2 Guidance: An Amendment to the GHG Protocol Corporate Standard (January 2015)
Total Scope 2 location-based Emissions	179,937	$MTCO_2e$	
Total Scope 2 market-based Emissions	303,364	$MTCO_2e$	

Reporting Boundary & Timeframes

Elanco Animal Health Incorporated ("Elanco") is a leading animal health company and a publicly listed company on the NYSE (ticker: *ELAN*). Founded in 1954 and headquartered in Indianapolis, Indiana, Elanco focuses on developing, manufacturing, and marketing pharmaceutical products and services that improve the health and well-being of companion animals and food-producing animals.

Elanco uses the operational control boundary per the Greenhouse Gas Protocol for its GHG inventory. Elanco uses 2022 as their baseline. Elanco's policy is to assess whether a base year recalculation is required when cumulative changes, such as structural changes or material methodological updates, are significant. Elanco has adopted the definition of 'significant' as a structural change such as merger, acquisition, or a material discrepancy (where its value exceeds 5% of the total inventory).

Elanco Animal Health closed its acquisition of AHV International, a Dutch innovator in farm animal health in May 2026. Emissions from AHV International are not included in Elanco's 2025 GHG emissions.

Methodologies, Emission Factors, & Significant Assumptions

Indicator	Methodology	Emission Factors Used
Scope 1 GHG emissions	• Scope 1 emissions included stationary combustion, mobile combustion, and fugitive emissions. • Fugitive emissions from refrigerants used in process cooling, building air conditioning (A/C) units, and vehicle air conditioning; and process emissions from fermentation activities in its manufacturing facilities. Based on Elanco's inventory boundary, emissions are included under Scope 1 only if they were generated from emission sources within Elanco's operational control, as defined by the GHG Protocol Corporate Standard. • Emissions from stationary combustion were primarily calculated using invoice data. • Emissions from mobile combustion were primarily calculated using the fuel-based method, using data from fleet management system using expense card data.	**The Climate Registry (TCR)** **Environment and Climate Change Canada National Inventory Report (ECCC NIR)** **UK Department for Energy Security and Net Zero (DESNZ)** **United Nations Framework Convention on Climate Change (UNFCCC)** **Intergovernmental Panel on Climate Change (IPCC)**

2

Indicator	Methodology	Emission Factors Used
	• GHG emissions associated with the stationary and mobile combustion of natural gas, diesel fuel, gasoline and propane in Elanco's operations are calculated directly via web-based carbon platform, using default emissions factors specific to CO_2, CH_4, and N_2O. • Elanco maintains numerous trucks, forklifts, and portable heaters/generators at their various facilities. Purchased fuel volumes are tracked in *HSE Tracks* under miscellaneous fuel usage categories. These equipment consume diesel (B5) and gasoline (E10). GHG emissions are then quantified directly via web-based carbon platform by multiplying fuel usage by the most recent default emissions factors. • Biogenic emissions result from the combustion or degradation of biomass materials (*e.g.*, trees, crops, vegetable oils, or animal fats) that sequester CO_2 from the atmosphere. Elanco has two separate biogenic emission sources. One is the combustion of bio-based fuel sources. The second source is biogenic carbon dioxide emitted from fermentation processes. CO_2 emissions from fermentation are calculated using direct measurement data (kg/min and kg/batch), which are averaged and annualized based on operating hours. No external emission factors are applied as emissions are quantified through a process-based methodology. • CO_2 equivalent (CO_2e) emissions calculated using the 100-year GWP from the IPCC Sixth Assessment Report.	**United States Environmental Protection Agency (USEPA) 2014. Accounting Tool to Support Federal Reporting of Hydrofluorocarbon Emissions (US EPA)**
Scope 2 GHG emissions: location-based method	• Scope 2 location-based emissions include purchased electricity, purchased steam, and chilled water. Emissions were quantified from usage data (actual and modeled) and regional grid emission factors. • Manually provided electricity usage data and estimated usage was uploaded manually to the web-based carbon platform, where emissions are quantified for all data. Consumption values are multiplied by the appropriate emission factors and then by the AR6 GWP values for each gas, with results summed across GHGs to yield total CO_2e in metric tonnes. • CO_2 equivalent (CO_2e) emissions calculated using the 100-year GWP from the IPCC Sixth Assessment Report.	**United States Environmental Protection Agency's Emissions & Generation Resource** **Integrated Database (USEPA eGRID)** **Environment and Climate Change Canada (ECCC) National Inventory Report (NIR)** **United Kingdom Department for Energy Security and Net Zero (UK DESNZ)** **International Energy Agency (IEA)**

Indicator	Methodology	Emission Factors Used
Scope 2 GHG emissions: market-based method	• Scope 2 market-based emissions include purchased electricity, purchased steam, and chilled water. Emissions were quantified from usage data (actual and modeled) and primarily supplier-specific emission factors and residual emission factors, where available. • The Elanco team identified any contractual instruments purchased for application to the reporting period. Contractual instruments represent any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims (RECs, PPAs, other supplier/utility contracts specific emission factors). • Annual research is conducted on the availability of supplier/utility and residual mix emission factors for vendors and electricity markets that serve Elanco's facilities. The usage (kWh) of purchased electricity and emissions accounted for within each market in the Scope 2 Market-based hierarchy are then summed to arrive at the final Scope 2 Market-based figure for electricity consumption. The final Scope 2 figure is derived by adding the Scope 2 market-based electricity emissions with any other Scope 2 emissions (*e.g.*, imported steam and/or chilled water). • CO_2 equivalent (CO_2e) emissions calculated using the 100-year GWP from the IPCC Sixth Assessment Report.	**Electric Company Carbon Emissions and Electricity Mix Reporting Database for Corporate Customers from Edison Electric Institute** **Momentum Energy 100 GreenPower Enrollment** **2024 Green-e Residual Mix Emissions Rates - 2022 Data** **Electricity Supplier-Published Emission Reports** **European Residual Mixes 2023 & 2024; Association of Issuing Bodies** **International Energy Agency (IEA)** **Environment and Climate Change Canada (ECCC) National Inventory Report (NIR)**

Global Warming Potentials (GWP) Used

Emissions are converted to a common GHG metric, CO_2e, using the 100-year GWP from the IPCC Sixth Assessment Report (AR6) as noted below. As recommended by the U.S. EPA, GWPs from (AR6) are used to ensure consistency and comparability of GHG data between EPA's voluntary and non-voluntary GHG reporting programs.

Gas	100-Year GWP – [AR6]
CO_2	1
CH_4	29.8
N_2O	273
R-410A	2,256
HFC-32	771
R-404A	4,728
R-407C	1,908
Isceon MO89	3,963
R-407A	2,262

Direct CO2 Emissions from Biologically Sequestered Carbon

Direct CO_2 emissions from biologically sequestered carbon represent emissions from the combustion of biomass-derived fuels and are reported separately from Scope 1 totals in accordance with the GHG Protocol.

Type of Fuel	$mtCO_2$
Mobile Biogenic	1,149

Emissions Data for GHGs Separately

Below is the emissions data by GHGs separately.

Gas	Scope 1 (metric tons)	Scope 2 Market-Based (metric tons)	Scope 2 Location-Based (metric tons)
CO_2	175,243.967	303,296.510	178,947.196
CH_4	10.583	0.908	13.945
N_2O	0.596	0.176	2.103
HFC - 134a	2.439	-	-
HFC - 32	0.072	-	-
HFCs (R-410A)	0.870	-	-
HFCs (R-404A)	0.019	-	-
HFCs (R-407A)	0.017	-	-
HFCs (R-407C)	0.013	-	-
Isceon MO89	0.000	-	-

Reconciliation of GAAP Reported to Selected Non-GAAP Adjusted Information

Reconciliation of GAAP Reported to Non-GAAP Adjusted Income Statement Items, $ millions, except per share values

	2025		2024	
METRIC	NET INCOME	EPS	NET INCOME	EPS
GAAP Reported (Loss) Net Income	**$(232)**	**$(0.47)**	**$338**	**$0.68**
Cost of Sales Adjustments	$2	$0.00	-	-
Amortization of Intangible Assets	$543	$1.08	$527	$1.06
Asset Impairment, Restructuring, and Other Special Charges(1)	$237	$0.47	$150	$0.30
Sold Royalty Revenue	$(19)	$(0.04)	-	-
Gain on Divestiture	-	-	$(640)	$(1.29)
Interest Expense, Net of Capitalized Interest(2)	$61	$0.12	$12	$0.03
Other Expense, Net(3)	$5	$0.01	$15	$0.03
Income Tax Expense(4)	$(124)	$(0.23)	$50	$0.10
Adjusted Net Income and EPS(5)	**$473**	**$0.94**	**$452**	**$0.91**

For the year ended December 31, 2025 and 2024:

1 Adjustments of $237 million for the year ended December 31, 2025, primarily included $155 million of charges associated with the 2025 Restructuring Plan, a $47 million impairment of a marketed product intangible asset due to a decline in future projected sales of a product group acquired in a past acquisition, and $16 million of impairment charges related to two early-stage capital projects that were indefinitely suspended. Adjustments of $150 million for the year ended December 31, 2024, principally included impairment charges of $53 million related to an IPR&D asset and $15 million tied to the financial difficulties of a former contract manufacturing supply partner, $44 million of costs associated with our 2024 Restructuring Plan and $18 million of transaction costs related to the sale of our aqua business.

2 Adjustments of $61 million for the year ended December 31, 2025, were primarily comprised of $20 million of refinancing costs associated with our October 2025 debt refinancing, including the write-off of previously deferred debt issuance costs and $33 million of imputed interest on our liability for sale of future revenue. Adjustments of $12 million for the year ended December 31, 2024, were attributable to the write-off of previously deferred debt issuance costs associated with our Term Loan debt, given accelerated principal repayments made in 2024.

3 Adjustments of $15 million in 2024 primarily consisted of an $8 million write-down of the retained equity interest in our previously divested BiomEdit R&D platform and the impact of hyperinflationary accounting in Turkey.

4 Adjustments of $124 million for the year ended December 31, 2025, primarily represented the income tax expense associated with the adjusted items discussed above, and to a lesser extent, $11 million of discrete tax impacts from the remeasurement of certain deferred tax positions due to foreign tax rate changes. These adjustments were partially offset by $42 million of discrete tax impacts primarily related to a worthless stock deduction during the first quarter of 2025 and an $18 million decrease in the valuation allowance recorded against our deferred tax assets. Adjustments of $50 million for the year ended December 31, 2024, represent the income tax expense associated with the gain on divestiture of our aqua business ($170 million), offset by the income tax effects associated with the other adjusted items reflected above and a decrease in the valuation allowance recorded against our deferred tax assets during the period ($77 million).

5 During the year ended December 31, 2025, we reported a GAAP net loss and thus, potential dilutive common shares were not assumed to have been issued since their effect was anti-dilutive. During the same period, we reported non-GAAP net income. As a result, potential dilutive common shares would not have had an anti-dilutive effect, and diluted weighted-average shares outstanding for purposes of calculating adjusted EPS include 6.0 million of common stock equivalents.

Adjusted EBITDA Reconciliation, $ millions

METRIC	2025	2024
Reported Net (Loss) Income	**$(232)**	**$338**
Net Interest Expense	$220	$235
Income Tax Expense	$8	$150
Depreciation and Amortization	$680	$662
EBITDA	**$676**	**$1,385**
Non-GAAP Adjustments		
Cost of Sales	$2	$0
Asset Impairment, Restructuring, and Other Special Charges	$237	$150
Sold Royalty Revenue	$(19)	$0
Gain on Divestiture	$0	$(640)
Other Expense, Net	$5	$15
Adjusted EBITDA	**$901**	**$910**
Adjusted EBITDA Margin	**19.2%**	**20.5%**